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AL-AMWAL

Comparative Analysis Of Employee Engagement In Employees Generation X, Y, And Z

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Abstract

The purpose of this research is to find out and explain employee engagement comparison in generation X, Y, and Z employees. This type of research is a comparative descriptive study with a quantitative approach. While in the data analysis using descriptive analysis, inferential analysis, and one way ANOVA to compare. The results showed that there were significant differences in the level of employee engagement in generation X, Y, and Z. Employee engagement between generation X and Y was not a too significant difference, while generation Z was very significantly different from generation X and Y. This paper contributes to employees for the company and also the company can see the level of engagement of its employees to determine the quality of performance for each employee from various generations.

Keywords: Employee engagement, generation X, generation Y, and generation Z

Abstrak

Tujuan dari penelitian ini adalah untuk mengetahui dan menjelaskan perbandingan keterlibatan karyawan dalam generasi X, Y, dan Z karyawan. Jenis penelitian ini adalah perbandingan deskriptif, studi dengan pendekatan kuantitatif. Sementara dalam analisis data menggunakan analisis deskriptif, analisis Inferensial, dan satu cara ANOVA untuk membandingkan. Hasilnya menunjukkan bahwa ada perbedaan yang signifikan dalam tingkat keterlibatan karyawan di generasi X, Y, dan Z. keterlibatan karyawan antara generasi X dan Y bukan perbedaan yang terlalu signifikan, sementara generasi Z sangat berbeda secara signifikan dari generasi X dan Y. Penelitian ini memberikan kontribusi bagi karyawan untuk perusahaan dan juga perusahaan dapat melihat tingkat keterlibatan karyawannya untuk menentukan kualitas kinerja setiap karyawan dari berbagai generasi.

Kata kunci: Keterlibatan karyawan, generasi X, generasi Y, dan generasi Z

INTRODUCTION

Employee Engagement function in the Company

In this modern era, the concept of employee engagement is widely used as a solution in the work environment, especially when it comes to motivation and performance. Many companies want their employees to be proactive, initiative, independent, and accountable for their development and performance (Bakker, Schaufeli, Leiter and Taris, 2008). Meanwhile, to survive and successfully compete in today's turbulent business environment, corporate organizations require employees to be proactive and initiative to engage with their role in work and commit to doing work with high standards (Bakker and Leiter, 2010). From an industry point of view assume that engagement is the right action for organizational improvement. According to Marciano (2010), an engaged worker will commit to the goal, use all his ability to complete the task, maintain his behavior while working, ensure that he has completed the task well following the objectives, and is willing to take corrective or evaluation steps if necessary.

Macey and Schneider (2008) explain that engagement is often equated with employees who have high contributions and employees who are loyal to the organization. Engagement here has a deeper meaning than just contributing to or loyal to the organization. For this reason, the concept of engagement is an interesting debate both from an academic and industry perspective. Job engagement is reflected in the physical, cognitive, and emotional energy attachment to the essence of employee work.

The last few decades also scientific studies of employee engagement have increased very sharply (Bakker & Demerouti, 2017). A very sharp increase in scientific studies is one reason it can be through encouraging employees to do a better performance. Employees who are engaged in their work are expected to produce better results at the individual, team and organizational level (Bakker & Demerouti, 2014). Gallup's engagement survey of 142 countries around the world in 2013 showed that only 13% of employees worldwide were engaged, 63% were not engaged employees, and the remaining 24% were actively disengaged, employees. While in Indonesia only 8% of employees are engaged and 77% are employees who are not engaged, the remaining 15% are employees who are actively disengaged. (Source: Gallup's 2013 State of the Global Workforce Report in Joseph, 2018).

Employee engagement in the world of work is heavily influenced by several things, not least in the differences in generations. Changes that occur from generation to generation become a sure thing experienced by a company or organization. Change is a phenomenon that is common in organizations or companies. Changes that often occur and become a lot of conversation by experts is the mixing of three generations in the world of work (McCrindle, 2006). Generation according to Kupperschmidt (2000) is a group of people who have the same birth year, age, location, as well as historical experiences or events in the same individual and have a significant influence in their growth phase. The mixing of three generations that occurred in the world of work today is Generation X (born in 1960-1980), Generation Y (born in 1980-1995) and Generation Z (1995-2010) (Bencsik, Csikos, and Juhez, 2016).

Each generation must have different levels of engagement, one of which is based on work ethic, work environment, and the experience they have is different. Generation X is associated with the world of work more individually, independently and more places value on his career rather than loyal to his organization. In addition

there are other findings on the generation X in the research of Hooley, C. & Bonnema, J. (2015) which states that, Generation X members carry some beliefs from their parents, such as encouragement for money, challenges, and advancement in their careers, but also emphasizes the balance of work-life and a more informal work environment (Beutell & Wittig-Berman, 2008). The work ethic of generation X in Indonesia, namely, skeptical, independent, is a smart employee who has a way and time efficiency, generation X employees are more comfortable with a clear structure in the company, and generation X employees greatly minimize work (Dipo, 2016).

The next generation that appears after generation X is generation Y, this generation looks the same as generation X (Erikson, 2008). The phrase Generation Y came into use in 1993 in the United States, by showing that generation Y is the generation that grew up on the internet boomings (Lyons, 2004). Generation Y needs feedback from superiors about performance and recognition of their contributions to the company (Hurst and Good, 2009; Martin, 2005). Besides that, one of their characters is the need for learning and development. They highly appreciate the ongoing learning provided by companies to evaluate their work (Lub et al., 2012). Therefore Y generation employees want to continuously improve their skills and knowledge so they can still compete in the workforce (Naim, 2014). As a result, they will continue to look for work to look for better opportunities. Gen Y also can work hard but they are not loyal to the organization. They can go from one organization to another to increase their confidence (Twenge, 2010). Generation Y lacks engaged in their work, where engagement itself is explained as a positive, satisfying, and work-related state of mind that is characterized by enthusiasm, dedication, and seriousness in an organization, due to the lack of these aspects which enables them to always move -move from one organization to another (Schaufeli et al., 2002).

Next is generation Z which is predicted to be able to change the world of work today. Organizational or company challenges not only serve and empower Generation X and Y but also predict workplace needs and working conditions of Generation Z, so they can work more effectively (Knoll, 2014). Generation Z is the generation born in 1995-2010. Generation Z in the world of work tends to pursue what they want, not infrequently many parties who mark the Z gene as a generation that is not loyal. This is reflected in the world of work in general when they change jobs after one year working at the company (marketeers.com). Generation Z according to Tulgan (2013) requires a special approach to be taught, has a strong need to be different from other employees so that they can respond well to their evaluations. In the next few years generation Z will form 20% of the workforce, it is marked by the entry of Generation Z and the retirement of the baby boomers generation will result in major changes in work culture and work environment (Solnet et al., 2016, Deloitte, 2017). The rise of Generation Z poses new challenges for management practices in organizations, especially the practice of human resource management (Bencsik & Machova, 2016).

High employee engagement is very important in unpredictable business conditions. A survey conducted by Cran (2010) of more than 2200 employees across the country regarding various factors in employee engagement generally refutes the assumption that involvement is a condition of young energy because old age has worked long enough, preparing to retire or the development of cynicism. Engagement is not related to age or generation, but is related to emotional involvement with the organization, with the people who work, and the customers they serve.

LITERATURE REVIEW

Employee Engagement and Generation

Several studies of expert engagement have different views and opinions, starting from work engagement, job engagement, and employee engagement. All of them are interrelated and still in one object, namely engagement. Schaufeli, et al (2002) defines work/ job engagement as a positive motivational condition associated with work characterized by vigor, dedication, and absorption. Schaufeli et al (2008) also divided the dimensions of employee engagement into 3 aspects. The first aspect is the aspect of vigor (spirit), characterized by a high level of mental strength and endurance at work, a high willingness to work, and perseverance in the face of adversity. The second aspect is dedication (dedication), characterized by feelings that are full of meaning, enthusiasm, inspiration, pride, and challenges at work. The last is absorption, which is characterized by deep concentration and interest in work. In this dimension, individuals find it difficult to do so freeing themselves from their work. Whereas Saks (2006) describes job engagement as a condition where employees feel they are more involved in their organization because of their work. According to Bakker et al. (2011), engaged employees will work with enthusiasm and feel a deep relationship with the company where they work, they encourage innovation and encourage organizational progress. Yusuf, A. A., Layaman, L., &Wartoyo, W. (2017) defines sharia engagement is individual engagement in the organization both physically, emotionally and spiritually based on faith, justice / balance, freedom and responsibility based on sharia values.

Kahn (1990) defines employee engagement as the use of organizational members in their role at work. In the concept of employee engagement, a person employs and expresses himself physically, cognitively, and emotionally while carrying out his role in each of his jobs. In short, Kahn states that job engagement is a psychological state at work (Kahn, 1990 in Saks, 2006). Employee engagement encourages the achievement of quality work and individual experience in their work, as well as outcomes at the organizational level, namely organizational growth and productivity (Kahn, 1990). According to Schaufeli and Bakker (2008), employees who have high engagement have characteristics known as 3S (Say, Stay and Strive). Whereas Federman (2009), employee engagement is the degree to which an employee can commit to an organization and the outcome of that commitment is determined by how they work and how long they work. engagement in the company is influenced by 9 things, namely: 1) culture, 2) indicators of success. 3) definition of priority, 4) communication, 5) Innovation, 6) acquisition of talent, 7) enhancement talent, 8) incentive and recognition, 9) violations. Based on the factors described above communication is one of the factors that influence job engagement in a company or organization.

Generation X

Generation X is a smaller generation than the previous generation, baby boomers. Gen X is a generation that was born between 1960 and 1980 (Bencsik, Csikos, and Juhez, 2016). Meanwhile, according to Lancaster & Stillman (2002), generation X is a closed generation that is very independent and has the potential, not dependent on others to help them. Based on their generation X work habits Recognizing diversity and global thinking, wanting to balance work and life, being informal, self-reliant, using a practical approach to work, wanting to have fun at work, happy working with the latest technology. Generation X is the generation born in the early years of technological and

information development such as the use of PCs), video games, cable tv, and the internet. The characteristics of this generation are: being able to adapt, being able to accept change well and being called a tough generation, having independent and loyal character, prioritizing image, fame, and money, hard-working type, calculating the contribution the company has made to the results work (Jurkiewicz, 2000). Employees with generation X often experience conflicts or lack of support from coworkers and supervisors, they are more likely to be dissatisfied and not committed to their leaders, so that they will be willing to quit rather than experiencing continuous conflict (Benson & Brown, 2011). Generation X whose age is older than generation Y is related to employee engagement, according to a study from the Sloan Center on Aging and Work older workers are more likely to have higher involvement in the workplace than younger workers (Cran, 2010)

Generation Y

Generation Y is a generation born between 1980 and 1995 and they are called millennial because they were raised in the digital age, a sign of the coming millennium (Bencsik, Csikos, and Juhez, 2016; Bursch & Kelly, 2014). Generation Y is currently the most generation in the world of work (Fry, 2015). According to Kendrick, Iwona (2015), Generation y has a high level of independence and individualism. Gen Y focuses on their success and at the same time, they are sure they will succeed. Generation Y also loves technology and its development. While in sequence Lyons (2004) Y generation is often referred to as generation Millennial or millennium with the characteristics of each individual is different, depending on where he grew up, economic status, social and family, communication patterns are very open than previous generations, the user fanatical social media and their lives are highly influenced by technological developments, are more open to political and economic views, so they look very reactive to the environmental changes that occur around them, have more attention to wealth. Another opinion about the characteristics of generation Y is explained by Kapoor & Solomon (2011) namely;

- Wants to lead and is very concerned about developing professionalism
- Can do some things, always men find creative challenges and colleagues looked at as a source that can increase their knowledge. They need challenges to prevent boredom.
- Do not hesitate to leave work if there are things that do not make them happy.

Generation Z

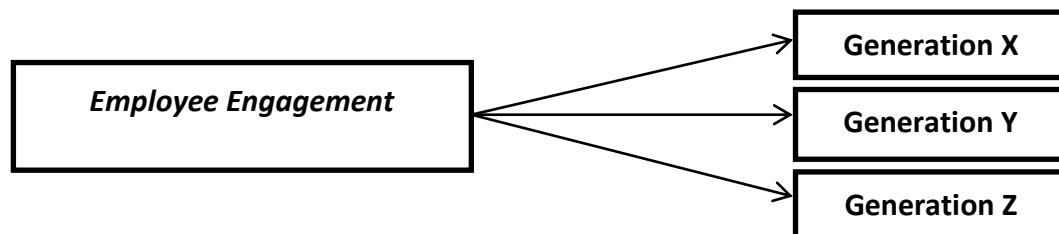
Generation Z is a generation born between 1995 and 2010 (Bencsik, Csikos, and Juhez, 2016). The most popular opinion about generation Z is that they believe that this generation is very knowledgeable about technology and even beyond millennial because they have never known the world without smartphones and social media because everything is available in technological sophistication (Turner, 2015; Zorn, 2017). The youngest generation entering the workforce is the Z generation, also called iGeneration or the internet generation. Generation Z has similarities to generation Y, but generation Z can apply all activities at one time (multi-tasking) such as: running social media using a cell phone, browsing using a PC, and listening to music using a headset. Whatever is done is mostly related to cyberspace. Since childhood, this generation has been familiar with technology and familiar with sophisticated gadgets that indirectly affect personality (Putra, 2016). Based on

Bascha's study (2011) generation Z prefers transparency, independence, flexibility, and personal freedom are some of the non-negotiable aspects of their work ethics, and when an organization ignores them can lead to frustration among fellow employees, reduce productivity, low morale and lack of employee engagement. The need for generation Z information is very high and is allowed to be argued and so that their answers are heard and acknowledged. Generation Z prefers to work for leaders who have honesty and integrity (Robert Half, 2015). According to Singh and Dangmei (2016) generation Z has a different motivating factor from the previous generation namely Y generation, and this generation will use their work methods at work and look for something important in the organization.

Relationship between Employee Engagement with Generation X, Y, and Z

High employee engagement is very important in unpredictable business conditions. A survey conducted by Cran (2010) of more than 2200 employees across the country regarding various factors in employee engagement generally refutes the assumption that involvement is a condition of young energy because old age has worked long enough, preparing to retire or the development of cynicism. Engagement is not related to age or generation, but is related to emotional involvement with the organization, with the people who work, and the customers they serve. Based on the background of the issues and the relationship between employee engagement and generations X, Y, and Z, this study will examine the comparison of employee engagement to workers generations X, Y, and Z. so the hypothesis that emerges is

H1: There are significant differences in Employee Engagement among Generation X, Y, and Z Employees.



Picture 1 : Research Model

METHODE

The research methodology used in this study is a comparative descriptive study with a quantitative approach and a survey using a questionnaire. Based on the explanation Cooper and Schindler (2014) comparative study is to compare one variable with several different samples, namely between employee engagement in generation X, Y, and Z. P roses data collection was done by way of using online questionnaires distributed to several cities in Indonesia from dated July 13, 2019, to July 20, 2019, with respondents from various generations, namely generation X, Y, and Z. Respondents obtained from the questionnaire distribution process were 170 respondents. The respondent, if it is divided generatively, is 32 Generation X, 98 Generation Y, and 40 Generation Z.

According to Cooper and Schindler (2014), Data analysis technique that will be used is to use the Test of Validity and Reliability of the measuring instruments used. Employee engagement measurement tool using UWES-17 following the theory

described by Schaufeli and Baker (2004). Another technique used in data analysis is to use inferential analysis, namely the Normality and Homogeneity Tests. Analysis of the past to compare with use Technique One Way Anova.

RESULT AND DISCUSSION

Test Quality Measuring Instrument

Validity test is done with a comparison between the value of R is calculated by R table, when R arithmetic greater than R Instead of the table then the grains have a question in this study expressed Valid (Cooper& Schindler, 2014). Based on calculations using SPSS 22 the questions used in this study are Valid so that it can be used as a research measurement tool.

Meanwhile, to test the answer's consistency or reliability is shown by the high Cronbach's alpha, with alpha values must be greater than 0.7 although the value of 0.6 is still acceptable (Hair et al., 2006). Summary reliability test calculation results can be shown in Table 1;

Table 1. Results of Reliability Test

Variable	Cronbach's Alpha coefficient	Information
Employee Engagement	0.937	Reliable

Source: Data processed, 2019

Normality test

In this study, the Normality Test is used to test whether the research data obtained are normally distributed or not. The statistical technique uses Kolmogorov-Smirnov statistics because the sample used is 170 respondents (Gujarati, 2012). The criteria used in this normality test is to compare the significance level obtained with the alpha level used, where the data is said to be normal when $\text{sig} > \alpha$ (Cooper& Schindler, 2014)

Table 2. Normality Test Results

Variable	Level of Significance		
	Generation X	Generation Y	Generation Z
Employee Engagement	0.205	0.069	0.146
Types of Data Distribution	Normal	Normal	Normal

Source: Data processed, 2019

Based on the table above the Kolmogorov-Smirnov data normality test shows a significance level of more than 0.05. Can be seen in the X generation the results are 0.205 more than 0.05, the Y generation data is 0.069 more than 0.05, and while for the generation Z is also normally distributed with a value of 0.146 more than 0.05. so that the entire data can be said to be normally distributed

Homogeneity Test

Homogeneity test is used to test whether the data in this research are homogeneous or not, when the data is homogeneous then the consequences can be continued with the next test, namely the one way ANOVA test. Homogeneity test here uses Levene's Test for Equality of Variances, and the results are as follows;

Table 3. Homogeneity Test Results

Variable	Significant	Information
Employee Engagement	0.937	Homogeneous

Source: Data processed, 2019

Based on the results above shows that a significant value of 0.397 basements is greater than the significance level of 0.05, thus indicating that the data in this study are homogeneous or the data variance is the same.

Anova One Way Test

Once it is known that the data is normally distributed and the data is also homogeneous, further tests to compare employee engagement in X, Y, and Z generation employees can be carried out, with the following results;

Table 4. Anova One Way Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Between groups	2526,337	2	1263,169	9,363	.000
Within Groups	22529.169	167	134,905		
Total	25055.506	169			

Source: Data processed, 2019

Based on the ANOVA test results above using SPSS 22, shows the level of sig. 0,000. To find out whether there are differences in employee engagement in generation X, Y, and Z, by comparing the sig. with a significance level (Sig. <0.05). The above results show that the value of sig. smaller than the significance level of 0.05, so it can be concluded that there are significant differences from employee engagement in X, Y and Z generation employees. Furthermore, to find out the level or level of differences in employee engagement between generations continued with the Post Hoc Test, with the results as following;

Table 5. Post Hoc Test Results

Genes (I)	Genes (J)	Mean Difference (IJ)	Sig.	Ket.
Gen X	Gen Y	0.183	0.938	No sig.
	Gen Z	9,225	0.001	Sig.
Gen Y	Gen X	-0.183	0.938	No sig.
	Gen Z	9,041	0,000	Sig.
Gen Z	Gen X	-9,225	0.001	Sig.
	Gen Y	-9,041	0,000	Sig.

Source: Data processed, 2019

The previous ANOVA test was only to prove whether there were differences in employee engagement between X, Y and Z generation employees. Furthermore, based on the results of the Post Hoc Test by comparing the Sig. with a significance level of 0.05 (Sig. <0.05) indicating that between Generation X and Generation Y the level of employee engagement was not significantly different, whereas Generation Z was significantly different in the level of employee engagement with Generation X and Generation Y.

Discussion

The hypothesis in this study was accepted that there were significant differences in employee engagement between employees of generation X, Y, and Z. The difference in engagement was indeed influenced by several factors, one of which was the generation difference factor. According to Schaufeli and Bakker (2008), employees who have high engagement have characteristics known as 3S (Say, Stay and Strive), which are as follows: Say, consistently speaking positively about the organization in which it works for coworkers, potential employees and also to customers. Stay, has a desire to become a member of the organization where he works compared to the opportunity to work in other organizations. Strive, provides more time, energy and initiative to be able to contribute to the organization's business success.

The characteristics of engagement according to Schaufeli and Bakker (2008) refer to the following generation differences;

- Say: Generation X who has more work experience than generation Y and Z at work speaks more positive things to the company and its organization (Jurkiewicz, 2000), while Generation Y looks at existing conditions and only prefers to talk about positive things or vice versa (Lyons, 2004), different again from the generation of Z who have the characteristics of being easily bored with their work so that they are more likely to talk about negative things when they are able to work (Bascha, 2011). When employees always think positively, talk about their work or company, it means they have a good working attachment, which will indirectly have an impact on themselves and the company.
- Stay: Generation X tends to be more loyal to the job and will be loyal to the company or organization than generation Y and Y. According to Hammil (2005), if generation X wants to quit their job, they consider the future of their career more than the amount of salary they receive, because in principle Generation X's work is more on the maturity and ease gained from their career paths at work. Whereas generation Y according to Baldonado&Spangeburg (2009) when they feel dissatisfaction at work or their level of participation in work is lacking, they tend to move from one job to another, on the contrary, if their work expectations are fulfilled they tend to be loyal and loyal to their work. Park, &Gursoy (2012) prove that Y generation employees experience high turnover intentions and are more likely to leave the organization if employees feel less engaged in work. Generation Z has almost the same characteristics or characteristics as Generation Y in terms of loyalty in work or company but a higher level of transfer from one job to another, so that the predicate flea is pinned to Generation Y over time will be owned by the Z generation. Based on research done by (jobplanet.com) from August 2005 to January 2017 about the level of loyalty in the world of work of various generations namely X, Y, and Z got the following results;

Table 6. Years of Generation X, Y, and Z

Genes	Length of work				Number of Respondents (people)
	1 year	2 years	3-4 years	> 5 years	
Gen X	10%	29.7%	17.8%	42.5%	7100
Gen Y	30.2%	46.5%	13.8%	9.5%	81800
Gen Z	57.3%	33.7%	3.2%	5.8%	4550

Source: Jobplanet.com (accessed 23 July 2019)

Based on this research, found that when compared with Gen X and Gen Y, Gen Z employees have the lowest level of loyalty to their work. As many as 57.3% of the total Gen Z respondents changed work after one year of working somewhere. In contrast, Gen X has a much higher level of loyalty to their work. As many as 42.5% of Gen X employees have remained in their workplaces for more than five years. Meanwhile, only 10% of them change jobs within one year. Compared to Gen X, Gen Y has a lower level of loyalty towards their work. As many as 76.7% of them only last 1-2 years at work before deciding to change employment. Only 9.5% of those who survive work in one place for five years or more. Employees who feel loyal and can last longer prove that they have a good working attachment, they will not think of looking for another job when the current job they have provides comfort and gives them what they expect.

- Strive: In terms of giving more time, energy and initiative to be able to contribute to the success of the organization's business, Generation X tends to be more engagement because in working Generation X does not have an individualistic nature and can work with teams. So that this will give generation X a good involvement in decision making (Anantatmula& Srivastav, 2012). As for generation Y, they will contribute more if they are given what they are entitled to so that they will be satisfied and engaged in their work or company (Baldonado and Spangenburg, 2009). Generation Z will contribute to the maximum if they find out what is important in the organization or company where they work (Singh & Dangmei, 2016). Giving contributions, abilities, power, and thoughts as much as possible to the work and the company proves that employees have good work engagement, when they make a high contribution it will indirectly also affect their careers and of course the company's performance.

Another explanation according to Schaefuli (2002) the characteristics of employee engagement is shown by vigor, dedication, and absorption. Based on the explanation of Salanova et al. (2005), as follows:

- Vigor

Refers to the will and determination to exert energy and effort in one's work to be tenacious, persistent, and passionate in facing difficulties or obstacles in his work. Referring to generation X, Y, and Z, the enthusiasm for work varies because the enthusiasm of work is determined by several factors such as their different work environments, the leadership of each different job, salary factor, communication factor, and factors others that affect the level of morale. X generation is good at working because it affects their satisfaction and love at work, the more they are satisfied and love, the more enthusiasm is X generation at work (Siu et al ., 2006). In generation Y their work spirit is also different but tends to be the same as generation X, they will be enthusiastic to work if they get what they are entitled to and their expectations (Baldonado&Spangenburg, 2009). Generation Z is the youngest and the newest

generation so that their enthusiasm for work is still high but their morale is not matched by their work loyalty. Work spirit becomes an important part of employee engagement because when employees are not enthusiastic in working, it will affect the performance of the company or organization (Park& Gursoy, 2012).

- Dedication; Dedication is an emotional component of engagement that refers to finding meaning and purpose in his work, being enthusiastic, inspired, and proud of his work. Generation X has a high dedication that is always shown to be proud of their work. This is obtained because of their experience in working, this is also related to their loyalty, when they are loyal to the company means they are also proud of their work and company. The concept of loyalty has been embedded in the minds of the gen X because of the experience to get a steady income in the difficult years of the economy in the late 1970s and early 1980s especially with the many phenomena of unemployment that emerged either due to layoffs or unavailability of employment (Ball &Gotsill, 2011). Whereas the Y generation shows their dedication by being very enthusiastic about the work the company does indeed provide what the Y generation wants. Generation Y will feel enthusiastic, proud if their hopes are found in their jobs and companies. Generation Z can be said to have no enthusiasm and pride in their work because this generation is indeed the newest and will change the world of work (Stillman & Stillman, 2017). A sense of pride and enthusiasm for work can make employee engagement higher and affect the performance of a company or organization.
- Absorption; Absorption is a cognitive component of engagement where people are truly immersed and satisfied with their work as time has passed quickly and it is difficult to get away from work. Generation X in the workforce is related to absorption of generation X because it has the characteristics of a high sense of responsibility towards work and the company so that attention to work is also high. In this generation doing work that exceeds the limit of working hours should be normal, provided that after that they are given the appropriate reciprocity (Zemke et al. 2000). In the respondent's answer related to the absorption indicator for generation X shows a high average value so that the average respondent's answer is "often". Whereas generation Y indeed considers that work is not a top priority, but only one priority, so generation Y does not destroy their career path (Kian, 2012). From this, that the Y generation to find it difficult to get away from work is not too high, they see conditions that are partial to them. Last generation Z, the generation that has not much experience, working maybe only about 1 year, and often changing jobs, the conclusion of generation Z is less related to absorption indicators.

CONCLUSIONS

From the results of the data and discussion conclusions can be made as follows. There is a significant difference between Employee Engagement among Generation X, Y, and Z employees. These results are seen from the significance value smaller than the significance level ($0.000 < 0.05$). This means that each generation has a different level of employee engagement so that the relationship with the company and their work will also be different. When viewed from the level of employee engagement, between generation X and generation Y the level of employee engagement is not significantly different, while generation Z is a very significantly different level of employee engagement with generation X and generation Y. The conclusion shows that between

generation X and generation Y is not much different in employee engagement, whereas the generation Z too different from previous generations.

Suggestions for further research related to employee engagement and generational differences, even more so for the study sample due to see clearer results. Because of its broad research object so that the sample can represent the population. Variables associated with employee engagement, then more to combine with other variables so that more detailed results and discussion.

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